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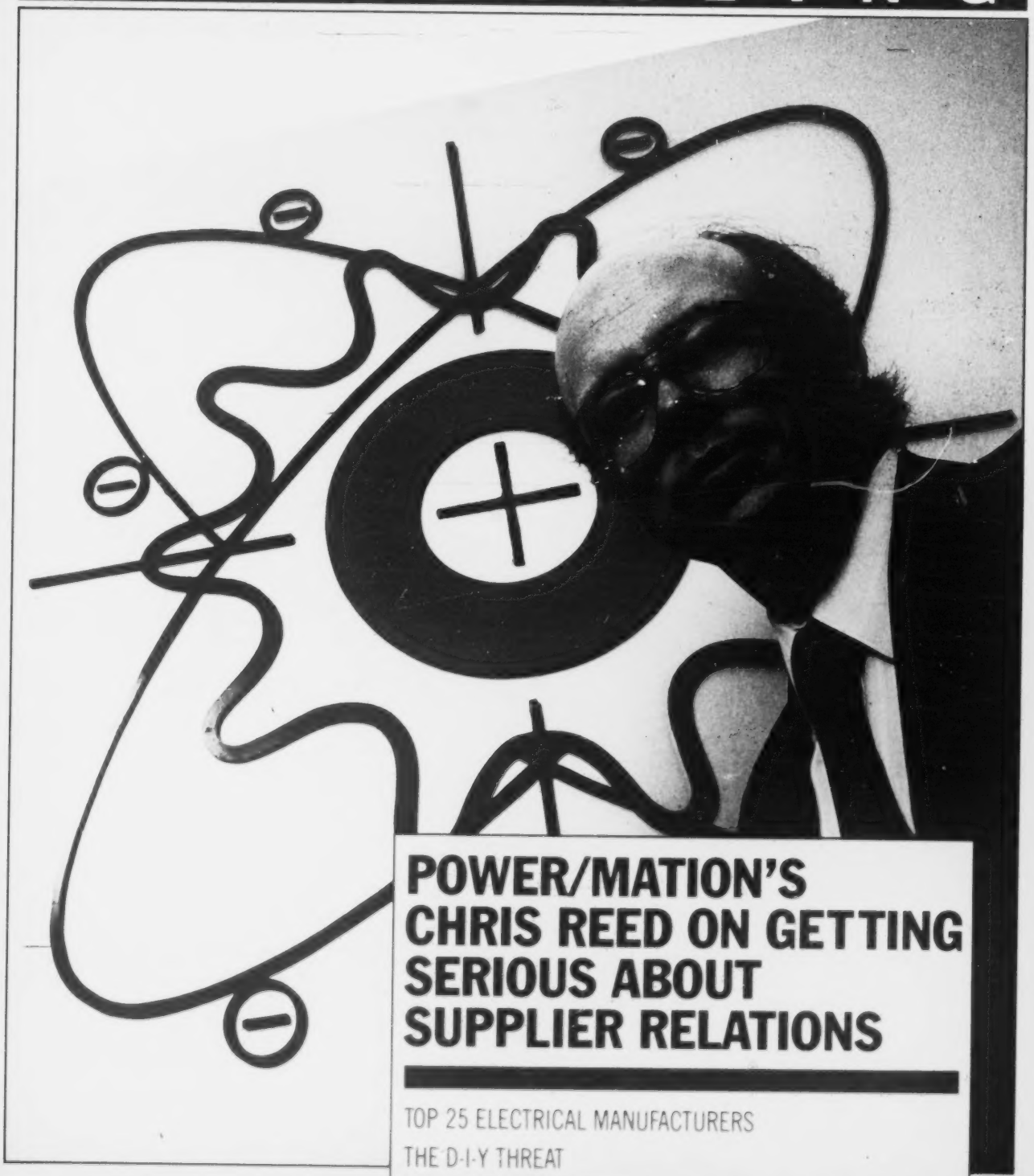
ELECTRICAL WHOLESALING



POWER/MATION'S CHRIS REED ON GETTING SERIOUS ABOUT SUPPLIER RELATIONS

TOP 25 ELECTRICAL MANUFACTURERS

THE D-I-Y THREAT

VOLUME 73
NUMBER 8

ELECTRICAL WHOLESALING

AUGUST
1992

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ELECTRICAL WHOLESALING

THE PUBLISHER'S NOTE

Sharp-eyed ELECTRICAL WHOLESALING readers will spot several new developments this month. The annual list of the largest electrical manufacturers, now in its third year, has been enhanced with capsule summaries of each of the 25 manufacturers listed (page 36). In researching this article, Chief Editor Jim Lucy sought out information from many sources, including the financial analysts who follow the public companies on the list. Then came another tough task—condensing all that research into 150 words or less for each company. Jim's considerable editorial talents come through on this project.

This issue marks the ELECTRICAL WHOLESALING debut of Ben Wood, Contributing Editor, (D-I-Y Threat, page 43). Ben recently joined the staff of our sister publication, *Electrical Marketing* newsletter. Before joining EM, he ran his own newspaper in eastern New Mexico. Ben is a crack journalist who can write from the perspective of having run his own business. That's a unique combination, and one we are pleased to bring you.

And starting with this issue, you'll see several stories tagged "Side Lights." These concise, one- or two-page articles cover topics that directly affect you or your customers. You'll get all the facts you need to know, usually without having to turn a page.

Refinements like these are part of our continuing efforts to make ELECTRICAL WHOLESALING a magazine that will have an immediate impact on helping you do your job better.

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THE BIG GUNS

THESE COMPANY SNAPSHOTS GIVE A BEHIND-THE-SCENES LOOK AT WHAT'S HAPPENING WITH THE LARGEST ELECTRICAL MANUFACTURERS.

■ This listing and accompanying company updates track the many changes among the largest in the electrical manufacturing community. The article differs from our past listings of the largest electrical equipment manufacturers. For instance, instead of just ranking the companies by sales volume, this year we added a capsule summary of the news and changes underway at each company.

Another big difference between this year's list and our efforts in years past: This article has only companies with sales volumes of more than $400 million, whereas in years past we listed companies down to about $50 million in sales. We made the change because of the question of what exactly is a "big" company, in an industry where a few companies have electrical product sales of over $400 million and several hundred have sales of less than that figure. Where does one set the breakoff point on bigness? Interestingly enough, only 60 electrical equipment manufacturers or so even have over $50 million in electrical sales sold in part through electrical distributors, if one doesn't list the subsidiaries of other electrical companies as separate entities. Score one for the little guys—that means the overwhelming majority of suppliers selling products through electrical distributors are companies with total annual sales volumes of less than $50 million.

Combined, the 25 manufacturers in this article have over 100 divisions, subsidiaries or product lines. In many cases, these companies have their own individual identity and operate independently of the parent company. Where end users have strong ties to the product line, it seems that name reigns supreme, but when the corporate identity has more power in the marketplace, that tends to supersede the identity of the individual entity.

Previously, we listed many subsidiaries of larger electrical manufacturers as separate entities where those sales figures were available. This year's listing ranks companies by the electrical sales of the corporation, which gives a much clearer picture of the companies with the most clout in the electrical wholesaling industry.

The new format reveals several other interesting observations about the makeup of the U.S. electrical manufacturing community:

- Leviton Manufacturing Co., Little Neck, N.Y., is the only privately owned company among the 25 largest electrical equipment manufacturers selling products through electrical distributors.
- Despite the increasing influence U.S. subsidiaries with foreign parents have in the electrical market, only seven companies on this list have offshore roots.
- Most of the companies on this list are owned by parents with wide-ranging interests that go far beyond the electrical market. These parent companies tend to be diverse industrial conglomerates involved in a wide range of products for industrial markets, such as Cooper Industries, Inc., St. Louis, Mo.; Eaton Corp., Cleveland, Ohio; Emerson Electric Co., St. Louis, Mo.; GE Co., Plainville, Conn.; General Signal Corp., Stamford, Conn.; and Westinghouse Electric Corp., Pittsburgh, Pa. The manufacturers on this listing in which the parent company or they themselves

By Jim Lucy, Chief Editor

concentrate primarily on the electrical/electronics arena include ABB Power T&D Co, Inc., Blue Bell, Pa.; AMP, Inc., Harrisburg, Pa.; Genlyte Group, Inc., Secaucus, N.J.; Groupe Schneider, Paris, France; Hubbell, Inc., Orange, Conn.; Leviton; MagneTek, Inc., Los Angeles, Calif., and Thomas & Betts Corp., Bridgewater, N.J.

- In the wire and cable, lighting fixture and, to some degree, factory automation markets, the largest players are usually built through acquisitions that give the company a full package of products for that industry. That's because customers often buy a package of related products in these areas, and the manufacturers want customers to buy their package of products whenever possible.
- More companies now lump their U.S. sales under a North American total sales figure, a clear indicator that more manufacturers see the U.S. and Canada as a single market.

Methodology. Is bigger necessarily better? Not always. But that's a question readers always ask the editors at ELECTRICAL WHOLESALING after one of our lists of the largest electrical manufacturers or electrical distributors hits the streets.

Some small companies just don't like to see large competitors get what they feel is undue publicity, and they are quite vocal in telling us so. Others question sales volume as a determinant of size. Our intentions have never been to generate publicity, but instead to put a perspective on the electrical wholesaling industry. An indisputable fact of life in the electrical business is that the big are getting bigger, and one way of taking a reading on just how large the biggest players have become is listing them by sales volume. This measurement, of course, says nothing about a company's profitability, customer service, product quality or amount of business sold through electrical distributors.

Yet, total sales volume still provides a fair method to weigh a company's relative size, as long as one doesn't read anything more into it than that and avoids making the mistake of automatically equating size with quality.

Since most of these companies are publicly owned, financial information was available through annual reports or other company publications. Where the sales figures were not available from the companies themselves, the figures come from industry sources or were taken from *Dun & Bradstreet's Business Rankings of Public and Private Companies* and *Standard & Poor's Register*. All sales figures are listed as estimates because of the variety of ways companies define "electrical sales."

1

GE Co.

Fairfield, Conn.

Electrical divisions:
GE Electrical Distribution & Control, GE Fanuc, GE Lamps, GE Lighting, GE Motors and GE Wiring Devices

1991 electrical products sales estimate:
$4.5 billion

Chairman Jack Welch's management style infatuates many in the investment community, and it seems to be paying dividends as GE has reduced operating expenses and injected renewed vigor into operating units with the Work-Out-Way (WOW), its interpretation of the quality process.

Although the company gets a lot of positive publicity from its lamp manufacturing joint venture with Tungsram in Hungary, the honeymoon ended recently when GE cut its capital investment in the operation from the $40 million planned this year back to $30 million because of rising manufacturing costs and inflation in Hungary.

The launch of the Spectra Series of panelboards and circuit breakers and the Power Leader power management system highlighted a busy year at the Electrical Distribution and Control business unit, which also saw a round of upper-level management changes.

2

Westinghouse Electric Corp.

Pittsburgh, Pa.

Electrical divisions:
Industries Group (which includes the Distribution and Control business unit and Challenger Electrical Equipment Corp.)

1991 electrical products sales estimate:
$3.1 billion

The Industrial business unit is maintaining its course in a tough business climate, while investment analysts in recent years have been working the parent company over pretty good because of its commercial real estate loans. But a ray of sunshine recently broke through when one analyst, Nicholas Heymann of County NatWest Securities USA, New York, N.Y., not only gave the company a "buy" rating, but also said he considers Westinghouse a "wildcard winner" in 1992.

The company's launch of Advantage motor starters was reportedly well-received by electrical distributors.

3

GTE Products Corp.

Danvers, Mass.

Electrical divisions:
Sylvania lighting division

1991 electrical products sales estimate:
$2.2 billion

It seems that it's no longer a question of "if" the lamp business will be sold, but "when" and "to whom." GTE wants to concentrate more on its core telecommunications businesses and has put its Electrical Products Business unit up for sale (of which lamps make up the majority of the business). The lamp business, with its development labs, nationwide network of distributors and over 200 types of energy-efficient lamps will be a real prize for someone. Speculation on potential suitors ranges from arch-rivals Philips and Osram to Kohlberg, Kravitz and Roberts (KKR).

The company is still doing an admirable job of cranking out innovative, energy-saving lamps, despite all the corporate turmoil.

4

Cooper Industries, Inc.

Houston, Tex.

Electrical divisions:
Belden, Bussmann, Cooper Electric, Crouse-Hinds, Cooper Lighting, Cooper Distribution Equipment, Cooper Power Systems and Midwest Electric

1991 electrical products sales estimate:
$2.1 billion

Cooper offers one of the most diverse packages of electrical equipment in the industry today. While the company was quieter than usual on the acquisition front last year, when it does make a move it's usually to add a company with high brand-name recognition to its stable of well-known product lines. The economy stymied any really significant growth among its operating units. Cooper divested part of the Arrow Hart Components business unit, Charlottesville, Va., a producer of definite-purpose contactors, to Products Unlimited Corp., Sterling, Ill.

Talk about clout. The 25 manufacturers on this list sell their products through over 100 subsidiaries, divisions or product lines.

5

ABB Power & Transmission Co., Inc.

Blue Bell, Pa.

Parent company:
ABB Asea Brown Boveri

Electrical subsidiaries:
(U.S.) ABB Power Systems, Distribution Automation Division, ABB Systems Control Co.

1991 electrical products sales estimate:
$2.0 billion

Globally speaking, this company is one of the largest electrical equipment manufacturers on earth, but the U.S. offspring of the diversified electrical conglomerate formed several years ago by the merger of ASEA of Sweden and Brown Boveri of Switzerland, keeps a low profile in the electrical wholesaling industry. Yet 30% of the company's sales go through electrical distributors and other industrial/construction reps and distributors in related industries. ABB is best known in this country in the utility industry, but U.S. electrical distributors may see the company in the circuit breaker and industrial control markets.

6

Groupe Schneider

Paris, France

Electrical subsidiaries and product lines:
EPE Technologies, Federal Pioneer, Merlin Gerin, Square D and Telemecanique

1991 electrical products sales estimate:
(North America): $1.9 billion

Just how big is this French presence, anyway? Along with Square D, which it acquired last year, Groupe Schneider owns Telemecanique, EPE Technologies and Spie Bagtignolles, one of the largest general contractors in the world. How Square D and Tele-mecanique divvy up their industrial control product lines and which distributors get to carry what products is still the talk of the industry.

Any acquisition has its share of ups and downs as the participants struggle to redefine themselves, and this marriage is having its share, too. Square D's launch of the nonmetallic Trilliant load center and its Elan Home Wiring Network were two gutsy moves in a dismal building market.

7

Siemens Corp.

New York, N.Y.

Parent company:
Siemens AG

Electrical divisions:
Energy & Automation, Industrial Automation and Osram Corp.

1991 electrical products sales estimate:
$1.6 billion

It's been a busy year for the U.S. subsidiaries of the German giant. The Industrial Automation group was formed with the recent acquisition of the Texas Instruments control division and the blending of it with the automation business of the Energy & Automation division. The new division, with a sales volume of over $100 million, projects sales growth over the next three years of 10% to 15%.

Osram continues on its path of targeting higher-profit energy-efficient light sources and steering clear of commodity lamps. This year the company also started selling its electronic ballasts, which had been on the market in Europe for years. The company also recently added 60,000 sq ft to its Montgomeryville, N.Y., factory and office where it manufactures many of its energy-efficient lighting products.

Back down in Georgia, the Energy and Automation division launched several new products, including the CB/SA residential circuit breaker and surge arrester, SB Encased Systems breakers and the Access master control system for industrial and office facilities.

8

Eaton Corp.

Cleveland, Ohio

Electrical divisions and subsidiaries:
Cutler-Hammer Products, Dynamatic Products, Durant Products and Opcon

1991 electrical products sales estimate:
$1.6 billion

The company continues to make acquisitions to fill in its already broad product offering. Most recently, the company acquired the Arrow-Hart switch business, located in Plymouth, England, and Heinemann Electric Co., Lawrenceville, N.J., a manufacturer of hydraulic and magnetic circuit breakers.

In other major moves, the Cutler-Hammer Products division signed on with Smart House, to be in on the early going in case the home automation market takes off. The division also plans to play down its corporate parentage and put more emphasis on the Cutler-Hammer name in the future (one of the grand old names in the electrical industry).

9

MagneTek, Inc.

Los Angeles, Calif.

Electrical divisions:
Ballasts and transformers, motors and controls, and utility and power products.

1991 electrical products sales estimate:
$1.1 billion

MagneTek is banking big-time on its corporate focus on energy-efficient products. Witness the company slogan in its current advertising: "Your source for 'energy engineered' motors, drives, lighting ballasts, transformers, generators, condensers, power supplies and services."

Utility rebate programs help out here, and one investment banker says MagneTek's electronic ballast sales doubled in 1991 because of these programs.

The company spreads the "E" word overseas, too, as it acquired German electromagnetic ballast manufacturer May & Christie GmbH during the past year to use that company's well-developed distribution channels to sell electronic ballasts manufactured in Italy.

10

Philips Lighting Co.

Somerset, N.J.

Parent company:
N.V. Philips

Subsidiary:
Advance Transformer Co.

1991 electrical products sales estimate:
$1.1 billion

The company's favorite color seems to be environmental green, as Philips continues to improve on its base of energy-efficient lighting products. At the recent LightFair show in New York, the company showcased several energy-efficient lamps, including a shorter version of the widely promoted Earth Light, a line of triple U-tube compact fluorescent lamps and a new lighting system using an induction lighting coil to induce high-frequency energy to flow into a low-pressure mercury gas inside a phosphor-coated bulb. This lamp lasts 60,000 hours, a plus in hard-to-reach locations.

Despite the financial problems of its parent company, Philips Lighting continues to play a leading role in the lamp market here.

Although the companies listed here annually sell billions of dollars of electrical products, never underestimate the power and presence of the hundreds of smaller companies in the electrical wholesaling industry.

11

Thomas & Betts Corp.

Bridgewater, N.J.

Electrical product lines:
T&B conduit fittings, terminals and connectors, American Electric Lighting, Blackburn, Holub, Kindorf, Electripak, Nevada Western, Perfect-line, Steel City, Superstrut, Ty-Duct, Ty-Rap and Versa-Trak

1991 electrical products sales estimate
(includes American Electric's 1991 sales): $1.0 billion

It was one of the biggest mergers in the electrical wholesaling industry, and one that blended two companies with strikingly different personalities and backgrounds. T&B—a company widely respected for its distributor policy and a vocal believer in direct factory salespeople, and American Electric—a relatively young company created by an investment banking company, that, in a short time, built a vibrant organization with independent manufacturers representatives. The two companies plan to combine the best of both of their worlds: the power of T&B's well-established brand name and American Electric's stock warehousing and product delivery system, as well as its innovative Signature Service program.

12

General Cable Corp.

Cincinnati, Ohio

Electrical divisions and product lines:
Carol Cable, Capital Wire & Cable, Guardian Products

1991 electrical products sales estimate:
$1.0 billion

When Penn Central Corp., Cincinnati, Ohio, recently announced it was spinning off the Carol Cable, Guardian Product and Capital Wire & Cable business units into a separate public company, the electrical industry breathed a collective sigh of relief, because it seemed as if the company would now have a chance to get back to the wire and cable business.

On paper, the marriage of these companies forms one of the giants in the wire and cable industry. But because of low demand for its products and overcapacity in many of its core markets, the honeymoon was short-lived. Yet, many industry observers see the move as a chance for these wire and cable companies to function more efficiently and to take the focus off its residual legal difficulties from the purchase of Carol Cable from Noranda, Inc.

13

Allen-Bradley Co.

Milwaukee, Wis.

Parent company:
Rockwell International

1991 electrical products sales estimate:
$1 billion-plus

Allen-Bradley still stands as the undisputed king of the automation market, with a widely-respected name on the plant floor. Competitors keep gunning for A-B, particularly in the programmable logic controller market, but the company still retains the top spot, with a 40% piece of that pie, according to one analyst.

While selective distribution programs are now a popular craze in the industry, Allen-Bradley's distributor network is the most selective of all—the company markets its entire product line through several hundred electrical distributors.

14

Southwire Co.

Carrollton, Ga.

Parent company:
Spectrum Ltd.

1991 electrical products sales estimate:
$1.0 billion

Although many people in the electrical industry think first of building wire when they hear the name Southwire, the company travels a long way from this competitive market—like Japan. Southwire recently cleared the tough trade and quality barriers in Japan to bid utility cable needs of TEPCO, one of Japan's largest utilities. Now that TEPCO likes working with Southwire, the company expects other Japanese utilities to follow.

The company is very proud of its new D.B. Coler Technology Center, a 50,000 sq ft R&D laboratory for testing new wire and cable products.

Seven companies on this year's list have offshore roots.

15

BICC Cables Corp.

West Nyack, N.Y.

Parent company:
BICC plc

Divisions:
Cablec Utility Cable, Cablec Continental Cables, Brand-Rex and Phillips Cables

1991 electrical products sales estimate:
$700 million (close to $1 billion, with expected purchase of electrical cable operations from Reynolds Metals)

BICC Cables Corp. traveled an interesting route to its present status as one of the largest players in the wire and cable business. Cablec Corp., the company's first business, was originally formed by president and CEO Harry Schell and a team of investors in 1984 through a management buyout of the power cable business of Phelps Dodge Cable and Wire Co. Other acquisitions included that of the power cable business of Anaconda Ericsson, Essex Power Cable, Continental Wire & Cable, BRIntec Corp. and the purchase of a majority interest in Phillips Cables Ltd.

BICC plc, London, England, bought pieces of what was then Cablec Corp. in 1987, 1988 and 1989, and then last year renamed the company BICC Cables Corp. to manage all of its North American wire and cable operations.

BICC Cables Corp. continues to make news in the wire and cable industry. Its most recent acquisition, which is expected to be finalized next month, of the North American electrical cable operations of Reynolds Metals Co., Richmond, Va., will increase the company's aluminum wire and cable business. It also will give the company access to the aluminum transmission cable and 600V insulated wire and cable market.

16

Hubbell, Inc.

Orange, Conn.

Divisions:
Hubbell Lighting, Kellems, The Ohio Brass Co., Killark, Raco, Hubbell Wiring Devices, Kerite Co., Hubbell Industrial Controls, Bryant Electric and Hubbell Premise Wiring

1991 electrical products sales estimate:
$756.1 million

Hubbell continues to build a diversified package of products going far beyond its traditional focus on wiring devices and the maintenance and repair markets. For instance, while its premise wiring division accounts for a much smaller percentage of sales than its wiring device business, it positions Hubbell in the fast-growth telecommunications wiring market.

The company is building its presence in the commercial/industrial (C/I) lighting market, too, and recently restructured its lighting subsidiaries into one business unit so that it can compete more effectively with the other C/I lighting conglomerates.

Rumors persist in the investment community that if the right acquisition came along that would help the company diversify its product lines even further, Hubbell would give it a go. According to one investment analyst, during the last two years the company spent $82 million on acquisitions, including that of Bryant Electric Co. from Westinghouse Electric Corp., and Marco Lighting from Hanson plc.

17

Lithonia Lighting

Conyers, Ga.

Parent:
National Service Industries

Key product lines:
Acme-Dunbar, Emergency Lighting, Hi-Tek Lighting, RELOC Wiring Systems, National Lighting Standards, Major Reflector Products, Lithonia Controls and Lithonia Downlighting

1991 electrical products sales estimate:
$750 million

By all estimates, Lithonia Lighting has the largest commercial/industrial (C/I) lighting package in the market today. The company continues to dominate the fluorescent fixture market, which accounts for the lion's share of the market. Lithonia rounded out its fixture package with a line of lighting controls, a growing trend among the lighting giants.

18

Emerson Electric Co.

St. Louis, Mo.

1991 electrical sales volume:
$600 million

Electrical subsidiaries:
Appleton Electric, Automatic Switch, Chromolux, Louisville Ladders, McGill, Ridge Tools and U.S. Electrical Motor

Emerson Electric is a quiet giant in the electrical industry. End users and distributors know its subsidiaries quite well, but the parent company keeps a low profile and promotes the individual identities of these companies more than itself.

But Wall Street keeps a close eye on Emerson Electric and considers the company a steady performer. Nicholas Heymann of NatWest Securities recently gave Emerson Electric an "accumulate" rating, and expects the company to post a 6% sales gain this year.

19

AMP, Inc.

Harrisburg, Pa.

1991 electrical products sales estimate:
$530 million

Investment circles consider AMP a steady performer, due in part to its strong presence in global markets. The company, with 61% of total sales from offshore, now has 165 facilities in 31 countries. At one time AMP did the vast majority of its business direct, but in recent times, its volume through distributors has increased. In 1991, 14% of the company's total business went through distributors and co-op affiliates, compared to 1%, 20 years earlier.

AMP continues to be one of the primary supporters of the Smart House home automation system, which is slowly making its way into the homebuilding market.

20

General Signal Corp.

Stamford, Conn.

Divisions and product lines:
Dual-Lite, Edwards, Hevi-Duty, Nelson Electric, O-Z/Gedney and Sola Electric

1991 electrical products sales estimate:
$515 million

This diverse industrial conglomerate has distinctly global interests, as 30% of the parent company's total sales now come from offshore. These interests filter directly down to the electrical companies in its stable, as one can see in some recent acquisitions. Borri, an Italian manufacturer of UPS systems has been integrated into Sola Electric; last fall, O-Z/Gedney took on a line of explosion-protected safety products from BARTEC Barlian-Technik GmbH of Germany.

O-Z/Gedney took some heat in Connecticut for its decisions to move much of its manufacturing operations there to other parts of the U.S., but the company is still a big favorite among independent manufacturers' reps, who consider the line one of the premier ones in the industry.

21

Genlyte Group, Inc.

Secaucus, N.J.

Divisions:
Lightolier, (including the Lightolier, KLP and Crescent product lines) and the HID/Outdoor business unit (including Hadco, Stonco and Wide-Lite) Genlyte Controls, Canlyte and Diamond F/Timely Division

1991 electrical products sales estimate:
$500 million

While it's their cousins in other areas of the lighting industry—the lamp and ballast manufacturers—that usually march under the environmental banner, Lightolier recently became one of the early lighting fixture manufacturers to go for the green with its Energy Smart program, an innovative marketing campaign for electrical distributors. The program, designed to promote the two dozen new energy-efficient lighting fixtures the company recently launched, helps distributors uncover new sales opportunities in the retrofit market.

22

Leviton Manufacturing Co.

Little Neck, N.Y.

Subsidiary:
American Insulated Wire Corp.

1991 electrical products sales estimate:
$500 million

Leviton is the largest privately owned electrical manufacturer in the U.S. The company is also a giant in its own neck of the woods and is, according to many estimates, the largest manufacturer of residential wiring devices. Although this remains its primary focus, Leviton is quite active in the telecommunications market and continues to introduce an onslaught of new products in this area. The company is also an active player in the D-I-Y market, both in selling its products through this alternative channel and in urging distributors to sharpen their merchandising skills to compete against home centers.

Although Leviton is one of the largest electrical equipment manufacturers in the world, the company headquarters has a distinctly small-company feel. The walls of the Little Neck, N.Y., headquarters are covered with everything from hooked rugs done by Harold Leviton himself to his collection of "do not disturb" hotel-room door signs from around the world.

23

USI Lighting, Inc.

San Leandro, Calif.

Parent company:
Hanson plc

Product lines:
Architectural Area Lighting, Columbia Lighting, J.W. Lighting, Keystone, Moldcast Lighting, Prescolite, Prescolite Controls, Progress Lighting, Spaulding and Whiteway.

1991 electrical products sales estimate:
$500 million

As a member of "the Big Five" in the commercial/industrial (C/I) lighting fixture market (along with Lithonia Lighting, Cooper Lighting, Genlyte and Thomas Industries, Inc.) USI Lighting offers a complete C/I package. These companies have all found it tough going in the commercial market because of the dearth of new office construction. The one bright spot for USI and the rest of the lighting industry is the retrofit business that utility rebate programs generate.

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Triangle Wire & Cable, Inc.

Providence, R.I.

Parent company:
Triangle Industries, Inc.

Product lines:
(Resulting from the consolidation of Royal Electric, American Metal Moulding, Triangle PWC and Westwire Co.)

1991 electrical products sales estimate:
Unavailable due to acquisitions; 1992 sales estimate is $500 million

The acquisitions and subsequent reorganization by Triangle underscore the ongoing revolution in the wire and cable industry, where the largest companies continue to broaden their product offerings so they can give distributors one-stop shopping for wire and cable products. The acquisitions enabled Triangle to expand from its traditional stronghold in building wire to the armored cable, specialty wire and cable markets.

According to its top management, Triangle's restructuring was based on a study it did several years back that showed the continuing consolidation by electrical distributors and new competition from D-I-Y home centers were forcing its distributor customers to look for wire and cable manufacturers with a broad product line, a national presence, low-cost products and efficient operating procedures in dealing with distribution.

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Fasco Industries, Inc.

Fayetteville, N.C.

Parent:
Hawker Siddeley Group

1991 electrical products sales estimate:
$475 million

Because Fasco's product line cuts across so many markets, the company may be insulated from the recession more than many electrical equipment manufacturers. Still, many of the company's products have a heavy residential emphasis, and that's got to hurt, considering the state of the home-building market this year.